



CITY MATTERS

MANCHESTER CITY'S ELECTED FAN NETWORK

TERMS OF REFERENCE

2023/24 SEASON

1 INTRODUCTION TO THE TERMS OF REFERENCE

The Terms of Reference set out the purpose and aims, responsibilities, membership, recruitment, term limits and the overall structure of City Matters, Manchester City's (the "Club") elected fan network.

2 PURPOSE AND AIMS

City Matters operates as the Club's formal fan engagement programme.

It exists to provide a structured forum for Manchester City fans to engage with senior Club representatives in a constructive manner, in an environment where ideas and feedback can be shared and discussed, relating to topics which directly impact the fan experience.

Alongside this, it provides fans with an opportunity to influence new initiatives which are introduced at the Club as well as reviewing and developing existing initiatives.

City Matters is also used as a platform for the Club to share information about wider Club strategy and ongoing projects with its fans.

Specifically, the aims of the network can be summarised as follows:

- To set up a constructive communication channel between Manchester City and its fans.
- To provide Manchester City with a platform to discuss new ideas with fans and seek their feedback on new initiatives.
- To give fans the opportunity to present new ideas and suggestions directly to Manchester City.

3 RESPONSIBILITIES

3.1) Fan Responsibilities

City Matters is a forum for two-way dialogue. Fans who participate in City Matters are encouraged to:

- Put forward their own ideas and make recommendations.
- Advise the Club on matters from their perspective.
- Constructively challenge the Club.

Fans who participate in City Matters must actively seek out the views of their respective fan group and share these with the Club.

3.2) Club Responsibilities

The Club will use City Matters as a sounding board for new initiatives or changes to existing initiatives seeking valuable input from different fan perspectives.

Club representatives that participate in City Matters and any colleagues from the wider Club that are engaged over the course of the season, must ensure that fan representatives are well briefed with the necessary information in order for them to meaningfully contribute to meetings and discuss various topics. Fan representatives will be sent any relevant materials no later than five working days prior to the full-group or sub-group meeting.

The Club will outline the areas for engagement on an annual basis in its Fan Engagement Plan and will ensure that a forward plan for both full-group and sub-group meetings is maintained.

The Club's Managing Director – MCFC Operations, will be the Nominated Board Level Official with overall responsibility for City Matters.

3.3) Decision-Making Responsibilities

Whilst the views of City Matters representatives will be taken into consideration on every topic discussed between the Club and the fan network, overall decision-making responsibilities reside with the Club.

3.4) Behaviours

Both fans and Club representatives are expected to behave in a constructive and respectful manner at all times. Fans will be asked to sign a 'code of conduct' as part of their volunteer agreement (4.4.3).

4 MEMBERSHIP, RECRUITMENT AND ELECTIONS

4.1) Fan Representative Groups

City Matters consists of a total of ten specific fan groups to represent the Club's fan base. These are as follows:

- Families
- Under 25s
- Season Ticket Members
- LGBTQ+
- Disabled Fans
- Women
- Black, Asian or of Mixed Heritage
- Over 65s
- Seasonal Hospitality
- Official Supporters Club

To ensure the operational effectiveness of City Matters, there will be no more than a total of twelve representatives permitted to join the City Matters network at any one time.

New fan representative groups can be added to the network at the Club's discretion should the Club deem there is a demographic gap which should be filled.

Any new group which is established is bound by the same recruitment and election criteria set out in these Terms of Reference (4.2).

4.2) Recruitment and Elections - Groups Without Existing Formal Representation

The process for recruiting a fan representative to join City Matters is as follows:

- 4.2.1)** The Club will publish an advertisement across a range of platforms of its choosing both digital and physical, to inform fans that volunteer roles are available with City Matters.
- 4.2.2)** Fans that wish to join City Matters can download or receive a physical copy of a recruitment pack. This recruitment pack includes: a volunteer role description, an overview of City Matters and an application form.
- 4.2.3)** The advertisement will be open for at least two weeks from the date of first publication, with the specific timeline selected at the Club's discretion. The Club will actively encourage applications from under-represented groups, in line with its ongoing commitment to further improve diversity in football.
- 4.2.4)** Following the closing date, an internal Club panel will review the applications based on an internal skills matrix* which will be scored, before preparing a shortlist. The internal panel will include a representative from the Club's Equality, Diversity and Inclusion team. A representative from City Matters will also be invited to attend the Club's internal panel discussion as an observer. Any fan representative that attends the Club's internal panel can only do so with the prior approval of a majority of fan representatives from the wider City Matters group.

*Skills Matrix:

- City fan and evidence of ongoing engagement with the Club.
- Demonstrated knowledge of the chosen fan group.
- Role or career experience related to customer experience/working with people.
- Experience of participation in committees or public engagement.
- Examples of working collaboratively and constructively to deliver an outcome.

4.2.5) Profiles of those shortlisted will then be published on the Club's website ([mancity.com](https://www.mancity.com)) and fans (i.e. anyone who has a Manchester City supporter number) will be invited to vote for their preferred candidate. The candidate from each group category with the most votes will join City Matters and represent their group. Candidates will be required to draft a personal statement for their profile to a set word count. Whilst the content for the profile will be drafted by each candidate, the Club will request that they document their relevant skills and experience in addition to their personal connection to the Club as a fan.

4.3) Recruitment and Elections - Groups With Existing Formal Representation

In the event that an existing fan network already operates i.e. there is a group that has a formal membership for a particular fan group that the Club would like to see represented in its formal fan engagement programme, the following process and rules will apply:

4.3.1) The fan representative will be subject to a vote through the existing membership structure of the group in question. This means that in the vast majority of cases the elected Chair for the existing respective group will be appointed to City Matters.

4.3.2) The elected representative will be bound by the election cycle of their respective group i.e. when their designated group holds an election and appoints a new Chair, this will automatically trigger a change in representation within City Matters.

4.3.3) In the event that the elected Chair of the group in question is unable to take on the additional responsibility of joining City Matters, an election for the fan representative will take place and the membership of the respective group will vote for their preferred candidate. The candidate with the most votes will join City Matters. In this case, the elected representative will be bound by the same term limits as representatives elected through the process detailed in these terms of reference **(4.4)**.

4.3.4) For the 2023/24 season, the recognised groups with existing formal representation are:

- The Official Supporters Club
- LGBTQ+ representative via Canal Street Blues

4.4) Election Cycles and Term Limits

In order to ensure that new fans have the opportunity to join City Matters the Club operates regular election cycles and term limits for elected representatives. Once a fan representative has reached their term limit, they will automatically step down from City Matters and an election will take place.

4.4.1) Term Limits

City Matters representatives will be appointed for a minimum of 1 term (2 seasons) and can remain on the fan network for a maximum of 2 terms (4 seasons). Once a representative has served a full term, they will be unable to stand for election again.

4.4.2) Election Cycles

At the end of each term (2 seasons), the Club will ask a minimum of two fan representatives to step down so an election can take place to offer new fans an opportunity to participate in the network.

If a fan representative has reached their term limit, they will automatically step down and an election will be held.

In the event that there is more than 2 members who are all tied for length of service e.g. 4 representatives all having completed 2 full terms, then all of the representatives who have reached their full term limit will step down.

In the event that a fan representative steps down from their voluntary position before their term limit has been reached, new elections will be held at the next available opportunity.

Subject to the approval of both City Matters (unanimous vote) and the Club, a fan representative can be temporarily co-opted to join the fan network until such time as an election can take place.

The next election will take place in summer/autumn 2024.

The Club will ask outgoing fan representatives to take part in a handover with the incoming representative for their specific fan group.

4.4.3) Volunteer Agreement and Code of Conduct

Elected fan representatives will be required to sign a volunteer agreement and code of conduct at the start of each football season. Failure to comply with the code of conduct may result in a temporary suspension or dismissal from City Matters.

New fan representatives will be given a full induction by the Club before they begin their first term.

5 **STRUCTURE AND FORMAT**

5.1) Full-Group Meetings

The full-group of City Matters fan representatives will meet with senior Club representatives four times per season. There will be two meetings before Christmas and two meetings after Christmas. These meetings will last for two hours.

At each of the full-group meetings the format will be as follows:

1. Organisation updates – Club.
2. Main discussion item for the full group tabled by the Club – All.
3. Sub-group meeting updates for the full group – All.
4. AOB – All.

City Matters fan representatives can submit new items for discussion at full-group meetings throughout the season. However, any requests must be submitted two weeks in advance of the full-group meeting to enable the relevant information for the item in question to be gathered by the Club.

The annual schedule of meetings as set out in the Club's Fan Engagement Plan will be followed unless there are extenuating circumstances e.g. a match is moved for broadcast and this then clashes with a prearranged City Matters meeting. Meetings can only be rescheduled if the Club and City Matters are both in agreement.

5.2) Sub-Group Meetings

5.2.1) Structure

Three sub-groups will operate each season. The sub-groups are designed to provide a forum for subject matter leads from the Club to engage with a smaller group of fan representatives on particular topics.

The forum will provide an opportunity for both the Club and fan representatives to discuss a topic in detail and to work on it over an extended period of time.

At the start of each football season, the Club will outline the key areas of focus for each sub-group. Sub-groups will report to the full group of fan representatives and Club representatives at each full-group meeting.

At the end of the season the Club and City Matters fan representatives will produce a report to detail the progress and achievements of each sub-group.

5.2.2) Sub-Groups and Membership

Each sub-group will be led by a subject matter expert from the Club who has overall responsibility for the subject area.

A maximum of four fan representatives can put themselves forward to join each of the sub-groups. Fan representatives should determine who will join each sub-group with the Chair submitting these to the Club.

A fan representative cannot sit on more than two sub-groups.

Fan representatives that volunteer to join each sub-group are expected to attend all of the meetings. Four meetings will take place per season. These will last approximately two hours.

Subject to the approval of both the Club and City Matters fan representatives a fan who is not an elected member of City Matters can be invited to attend a sub-group meeting as an observer. Any observer that does attend a sub-group meeting will be asked to sign a confidentiality agreement and adhere to the code of conduct.

For the 2023/24 season the sub-groups will be:

- 1. Matchday Experience:** This will include the matchday experience at the Etihad Stadium this season as well as the development of the stadium.
- 2. Ticketing and Membership:** This will include seasonal and match-by-match products and membership for both General Admission and Hospitality.
- 3. Equality, Diversity and Inclusion:** This will include all aspects of fan facing activity with an overall objective of further developing our inclusive work across the Club.

5.3) Appointment of the Chair

The role of Chair will be appointed every season.

Any City Matters fan representative (including the current Chair) can put themselves forward to be Chair of the group.

A vote, which all fan representatives participate in, should be held to appoint the Chair if more than one fan representative puts themselves forward for the position. A majority vote would be required to elect a Chair if more than one candidate stands.

Following the appointment of a new Chair, the Club should be formally notified by the outgoing Chair. If the current Chair is reappointed, they should notify the Club.

From the 2023/24 season onwards fan representatives can only be reappointed to the role of Chair once i.e. they cannot serve more than 2 seasons. If a fan representative has served as Chair for 2 seasons, they are not eligible to stand for the role of Chair again.

6 **REPORTING**

6.1) Minutes

Minutes will be recorded by a designated Club representative for each sub-group meeting and each full-group meeting.

The minutes from each full-group meeting will be published on the Club's dedicated City Matters website page no later than one week following the respective meeting. Fan representatives are expected to share the minutes with their respective fan groups through their own social media or via email through their City Matters email accounts. Minutes for sub-group meetings do not need to be published.

Prior to publication of the minutes from each full-group meeting, City Matters will be required to approve the minutes as an accurate record of the discussions that took place. The Chair will be responsible for communicating approval to the Club.

6.2) Annual Progress Report

At the end of each football season, the Club will produce an annual summary detailing the progress and achievements that have been delivered through the Club's formal fan engagement programme.

The sub-group minutes will be used to ensure that the summary produced accurately reflects the discussions and meetings that have taken place.

The annual progress report will be published on the Club's dedicated City Matters website page.

6.2) Chair Review

In consultation with the fan representatives, the Chair will write a review and assessment of the season's engagement with the Club.



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